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R/TA Approved For Release 2003/05/05 : CIA-RDP81-00902R000100100034-2

27 JUN 1966

MEMORANDUM FOR: Director of Communications  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training

SUBJECT : Automatic Data Processing Systems Development  
and Planning

1. Pressures to simplify procedures and make more effective use of manpower continue to grow. Requirements for the development and presentation of management information in new and different ways are constantly increasing. A combination of these and other circumstances cause us continually to seek new and additional ways of applying electronic data processing techniques in the hope of finding some relief. Clearly, we do not have the resources in the Agency to do all of the things we would like to do as soon and as rapidly as we would like to do them. These resources obviously cannot be developed overnight. Consequently our approach to systems improvement and the use of electronic data processing techniques must be carefully planned and we must proceed systematically toward the realization of our overall plan. In order to proceed realistically with a program of this kind, it is essential that we have some ground rules which are commonly understood.

2. Essentially, we must acknowledge and accept the principle that Directors of Support Offices have the total and exclusive responsibility for the operation of their "systems," what goes into them, how it is manipulated or what happens to it while it is there, and the product produced. This is true whether the systems use adding machines, typewriters, communications equipment, punch cards, or computers. The continuing improvement of the methods of operation in any component is as much a part of the fundamental responsibility of the head of that component as is the basic system itself. This responsibility cannot be surrendered to a central system staff, a central technical component, nor to any other competence outside the command jurisdiction of the organizational component concerned. We are several years behind in the development of the skills necessary to permit self-sufficiency in the most effective use of modern management techniques in the Agency and in the Support Directorate. This means,

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of course, that we need an accelerated program of education and training; that we will have to defer many of the things we would like to do and perhaps should be doing until we have a broader base of competence to do them; and it suggests that a pooling of resources may be the only practical way we have of going about it.

3. We have already committed some of our resources to a Task Force to conduct a total system study in the Support Directorate. Not only do we need to expand this group to accelerate the program they are now pursuing, but by so doing we can begin to broaden our base of experienced personnel by giving them the opportunity to participate in systematic training programs and to gain some actual experience in the conduct of system studies.

4. In addition to the contribution additional personnel assigned to this Task Force can make to the more expeditious completion of the present effort, they can in the process begin the realistic identification of subsystems related to the basic effort, subsystems which relate to each other but do not relate directly to the principal system, and subsystems which can be identified as separate applications of interest to only one functional component. The only way this can reasonably be done is by having people become thoroughly familiar with the total content of the data base in the Support Directorate because only in this way do the subtle relationships of systems and subsystems become known and identifiable. Only by gaining this overall familiarity can we develop with confidence a realistic plan and an orderly systematic program for implementing it.

5. It is imperative that we begin immediately to make a concerted effort to get all of our people as well educated as we possibly can. Each of you should begin immediately to review members of your career service with a view toward selecting those who may have an interest in automatic data processing and management improvement methods, and who may be able to contribute during the next few years to the development of applications which are of particular interest to your component. As soon as it is reasonable for you to select people to participate in an extended period of training, it would be desirable for you to detail them to the Support System Staff in order that they can get the advantage of some concentrated training as well as on-the-job training and experience.

6. In addition to beginning to train people to perform analytical and system development work, you should also be planning to enroll all of your people who are now in management positions and those who seem most likely to develop into the managers of tomorrow into orientation and familiarization courses. In addition, you should be looking at young people already on-board as well as those who you will be bringing in over the next several months to identify some who may have the aptitude and interest to learn to be successful computer programmers. While we

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SECRET

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will continue to rely upon the Office of Computer Services to do large system programming, we will in the future have a requirement for some specialized job programming in each of our own areas. //

7. As we move forward with the design of new systems and prepare for their implementation, it will of course be necessary that nearly all of our people be trained or at least familiarized with the fundamentals of automatic data processing. The Office of Training is working with the Office of Computer Services to develop a general orientation course to be given in the Agency sometime this summer or in the fall. As we move closer to the design and implementation of new systems it will be necessary that employees be trained in specifics relating directly to the effect new systems will have upon the manner in which they perform their functions. This kind of training will have to be conducted in terms of the specific design of the new systems and can only be undertaken at the time this phase of the program has been completed. The Support System Staff will assume responsibility for developing suitable training materials and courses to satisfy this requirement at the appropriate time. Meanwhile, you should consult with the Support System Staff for guidance and assistance in the selection of people to take specialized training as well as in the selection of courses which they may be requested to attend.

  
A. B. Lammertman  
Deputy Director  
for Support

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